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FINAL REPORT ON SIRAT BANI HILAL:

THE TEXT OF AN ARAB FOLK EPIC, 3

*Susan Slyomovics*

AS-SAYYIDA C'AISHA BINT ABI BAKR:

FINAL REPORT, *Denise A. Spellberg* 7

RESEARCH ON MEDIEVAL WAQF DOCUMENTS:

PRELIMINARY REPORT FROM THE FIELD, 11

*Carl F. Petry*

PRIMARY HEALTH CARE IN EGYPT:

PRELIMINARY REPORT FROM THE FIELD, 15

*Kim Carney*

WADI TUMILAT SURVEY, *Carol A. Redmount* 19

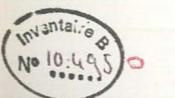
COMPARATIVE STUDY OF PUBLIC SECTORS:

EGYPT, *John Waterbury* 24

NEW BY-LAWS

NOTICES

Cover: "The Mameluke's Leap" from Egypt: Descriptive, Historical, and Picturesque by G. Ebers, English trans. Bell (London, Cassell, Petter, Gallin & Co., 1879)



AMERICAN RESEARCH CENTER IN EGYPT  
INCORPORATED

1117 International Affairs Building  
Columbia University  
New York, NY  
UNITED STATES OF AMERICA  
Telephone: 212-280-2045

2, Midan Qasr el-Doubara  
Garden City, Cairo  
ARAB REPUBLIC OF EGYPT  
Telephone: 28239-33052  
Cable Address: AMARCH  
CAIRO  
Telex: 93773 AMEMB UN  
ATTN: SCIENCE/ARCE

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Shirley Beé  
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Final Report on Sirat Bani Hilāl:  
The Text of an Arab Folk Epic

Sirat Bani Hilāl (the epic of the Banū Hilāl tribe) is an Arab oral epic that continues to be sung and recited throughout the Arab-speaking world. The Hilali epic recounts the adventures of a Bedouin Arab tribe, the Banū Hilāl, and their heros--Abū Zayd, Diyāb, and Jāz--as they and their tribe migrate westward from the Arabian peninsula to the shores of Tunisia. The Bani Hilāl tribe traveled from its home in the Najd through the Levant and across the Sinai peninsula to Egypt. In the 10th century, the Fatimid Sultan of Egypt, al-'Aziz ibn al-Mu'izz, deported the Hilalis to Upper Egypt. Later Fatimid rulers dispatched the Bedouins to North Africa in order to retaliate against the Tunisian sultans who had shifted political allegiance from the Egyptian Fatimids to the Abbasids. In 1051 at the battle of Haydarān, a place now situated in the Governorate of Gabès, Tunisia, the confederation of Bedouin tribes defeated the armies of al-Mu'izz ibn Badis and established themselves as rulers in Kairouan and Tunis.

The migration of the Bani Hilāl and their wars to conquer Africa form the historical backdrop to the vast literary compilation of tales, stories, and cycles of romance that constitute the Sirat Bani Hilāl. These stories have come down to us in three principle forms: manuscripts, "chapbooks," and oral recitations. Though I have conducted research in all three areas, I have concentrated my study on the nature of Egyptian versions of the Bani Hilāl tales that are performed in public by professional poets during my three months residence in Egypt as an ARCE post-doctoral fellow. With regard to manuscripts, I have studied those few of them which are available in Dār al-Kutub. Although the majority of epic manuscripts are in the Staatsbibliothek in Berlin, two are located in Dār al-Kutub. These versions are incomplete, yet they are particularly valuable because they are evidence of Egyptian efforts to put into Classical Arabic what is essentially a colloquial art form.

Concerning "chapbooks" (Kutub as-safra), I have collected numerous examples of the cheap lithographed printed editions that are sold in the marketplaces of Luxor and Aswan. These books often carry bibliographic information which indicates place of publication and printer. The majority of these chapbooks have been printed in the al-Azhar area of Cairo. I have interviewed many of the publishers and printers and I have purchased approximately thirty books that recount the various episodes of Sirat Bani Hilāl.

Finally, as regards oral performance, the most popular form of the Hilali epic remains oral recitations by paid performers on

the occasion of a marriage, circumcision, the end of Ramadan, the return from the pilgrimage to Mecca, and various other celebrations. During the year 1982-83, as a Fulbright and ARCE scholar, I taped selections of the epic recited by dozens of poets and storytellers from both Upper Egypt and the Delta. One particular Hilali reciter, 'Awadallah 'Abd al-Jalil of Aswan Governorate, possessed the longest and most poetic version of the tales. My main project during these three months in Egypt was to establish a written text based upon an oral version that is currently performed by an Upper Egyptian oral epic poet, namely 'Awadallah. I began with 'Awadallah's recitation of Part One of the epic, entitled "The Birth of the Hero Abu Zayd (Milād abū zēd)". This amounts to approximately ten hours of tape recording of an "elicited" performance--i.e., a version that is not normally sung by 'Awadallah to his customary Ša'idi audience, but rather recorded under studio conditions. While much is lost in the way of audience reaction and the usual exchange of insults between poet and audience, the "elicited" version offers the advantages of clarity of sound and story line.

The actual epic recitation, accompanied by a musical instrument -- in 'Awadallah's case, the large Nubian drum -- only begins with the story of the marriage between Rizg the Hilali and Khadra Sharifa, daughter of the Sharif of Mecca. In what follows, I summarize 'Awadallah's version of the Bani Hilal epic. This summary is based upon approximately ten hours of elicited recording sessions.

'Awadallah's version of the recited Hilali cycle consists of three distinct parts: 1) the birth of the hero Abu Zayd (milād abū zēd); 2) the scouting or reconnaissance mission (irrayāda); and 3) the westward migration (ittaqribā). Awadallah begins the first part, the birth of the hero, with the words of the father of the epic hero, who is called Rizg the Hilali, son of Nāyil. Rizg, a leader of the Bedouin Hilali tribe in the Arabian Peninsula, wishes to wed. His valiant horsemen and companions suggest Khadra Sharifa, who is the daughter of the Sharif, the hereditary ruler, of Mecca, and a lineal descendant of the Prophet Muhammad. The Hilali journey from their home territory of Najd to Mecca and are welcomed by Sherif Gurda of Mecca. He agrees to give his daughter Khadra in marriage to Rizg, bestows upon her a sumptuous dowry, and predicts that their son will be a brave warrior. Rizg and Khadra marry and a daughter, Shīha, is born. After eleven years of barrenness, Khadra descends with ninety maidens to the river. She sees a powerful and victorious black bird scattering all the other birds from the river. She makes a wish for a son exactly like that powerful black bird so that the son might one day rule over Tunis. Nine months later she bears a black infant son, the hero Abu Zayd. Her husband, Rizg, repudiates both mother and son and the tribe gathers to allocate the possessions she will take back with her to her father's home. Rizg chooses a servant to cast his javelin. He

declares that all the wealth and possessions that fall under the javelin's toss must go to Khadra so that Abu Zayd will find sanctuary among distant Arab tribes. A magical savior, called al-Khidr, the "green man" of the desert, descends from the heavens and causes the javelin throw to encompass not only half the wealth of Rizg, but also half the wealth of the Hilali chief Sirhān. Because the way lies through the hostile enemy territory of the Zahlān tribe, the Hilali tribe is unable to provide Khadra and her infant with an escort from Najd to her home in Mecca. Khadra and her son are abandoned in the desert where they are immediately attacked by a nomadic plundering tribe, the 'Atwān Arabs. Again, al-Khidr, this time in the shape of a lion, attacks and disperses their enemies. He carries off the infant Abu Zayd, names him barakāt, 'blessings,' and instructs him in the magic arts. Abu Zayd and his mother, Khadra, are welcomed by the Emir of the Zahlan tribes and granted his protection. Abu Zayd grows up among the Zahlan and begins Koranic school (khuttāb). He excels in Koran study, reading and writing. One day when the Koran teacher (fāgi) tries to beat him, Abu Zayd fights and kills him. At this time his mother chooses to tell him their history. Abu Zayd, though still a child, now becomes the feared teacher in the school. It is at this point in the story, according to 'Awadallah, that Abu Zayd embarks upon his career of warfare and killing.

Abu Zayd first engages in battle against the 'Atwān Arabs, who are menacing his tribal protectors, the Zahlān, just as they had threatened mother and child alone in the desert many years earlier. Abu Zayd kills the leader of the 'Atwān Arabs, and they retreat to the land of the Emir Jāyil. The Emir Jāyil possesses a magic gold belt (mantiga), capable of summoning a protective genie when Abu Zayd arrives to attack Jayil. Abu Zayd calls upon his mentor and protector, al-Khidr, who captures the genie, thereby allowing Abu Zayd to kill Jayil and to seize the magic necklace in regular combat. Abu Zayd kills Jāyil and together with his adopted Zahlān tribe rides toward the Hilali Arabs.

An emissary sent from the defeated Arabs of Jāyil arrives at the Hilali camp to give news of the strength of the Zahlān and their mighty warrior, a young and ignorant black slave. The Hilali leader, Sirhān, prepares for war with the Zahlān tribe, meets with their leaders, and learns about Abu Zayd.

Abu Zayd enters the Hilali encampment and defeats one of the Hilali fighters, Ghānim, thereby causing Sirhān to declare that only the Hilali's best warrior, Rizg, can combat Abu Zayd. The Hilalis send for Rizg who has been in self-imposed exile since the day he cast out his wife, Khadra, and his son, Abu Zayd. Rizg and Abu Zayd, father and son, engage in combat while Khadra rejoices in Abu Zayd's hoped for victory. On the other hand, Shīha recognizes her brother Abu Zayd and reveals his identity to their father. Rizg sends for a pomegranate from the gardens and

Abu Zayd in the heat of battle captures the pomegranate with his sword, dismounts and is welcomed back among the Arab Hilali. Thus ends the birth sequence of the epic hero, which, according to 'Awadallah, begins with the marriage of Khadra Sharifa to Rizg the Hilali and ends with Abu Zayd's reconciliation with his father and tribe.

For the purpose of translating accurately Part One of Sīrat Bani Hilāl, I resided in Luxor and there transcribed ten hours of these tape recordings into the International Phonetic Alphabet (IPA) in order to provide a linguistically accurate record of the Sa'idi Egyptian Arabic dialect in which the stories are pronounced. In a long series of interviews, I reviewed the contents and the meanings of each tape with 'Awadallah in his home. Words that were not clearly audible were clarified with 'Awadallah's aid, and many words of his dialect were defined by him and his family. This enabled me to create a glossary of Upper Egyptian dialect words not available in other Arabic dictionaries. The Hilali tales of Upper Egypt are recited in the form of rhymed poetic quatrains with no narrative sections.

Each tape yielded approximately 700 lines of poetic verse. Since many of these verses typically rhymed on a series of puns, the multiple meanings inherent in each verse demanded lengthy explanations on the part of the poet. I remain extremely grateful to the Hilali poet, 'Awadallah and to his family and friends for their hospitality, patience, and superb teaching abilities. While in Luxor, I began the primary task of translating the epic into English. This called for further interviews with the poet. I also benefitted from the work of Jamāl Zaki al-Dīn, who has compiled a Classical Arabic-Sa'idi Arabic (Luxor dialect) dictionary which he kindly made available to me.

I wish to thank 'Abd al-Hamid Hawwās, Director of Folk Literature Unit, Folklore Institute, Cairo, for his assistance and supervision, and also Muhammad 'Umrān, ethnomusicologist and researcher at the Makaz al-Funūn ash-Shābiyya for making available to me the resources and library of the Archives at the Folk Arts Center. Copies of my tapes were deposited in these Archives. I am grateful to the American Research Center in Egypt (ARCE), its director Dr. Richard Verdery and its assistant director, Dr. Mary Ellen Lane, and the staff, especially Mme. Amira Khattab, who have been very helpful to me during my stay in Egypt.

Susan Slyomovics  
ARCE Fellow 1985  
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as-Sayyida 'A'isha bint Abi Bakr  
Final Report

This project is a study of one woman, as-Sayyida 'A'isha bint Abi Bakr, and the evolution of her personality as depicted in literary and historical treatments of her life. My original Fulbright-Hayes Dissertation Research Fellowship proposal focused on the need to examine a variety of unpublished manuscripts in various Western and Middle Eastern collections. In Egypt, in addition to the search for medieval works, time was allotted for the investigation of modern scholarly treatments of as-Sayyida 'A'isha and the collection of religious instructional pamphlets of a more popular nature.

In trying to ascertain how as-Sayyida 'A'isha was perceived and the evolution of controversies surrounding her life, I have perused both medieval manuscripts and modern scholarly and popular works on my subject. Despite the short duration of my stay in Egypt, research on this project has been enhanced in a variety of ways by access to resources not available in the United States. Research has been conducted on four types of medieval works in Cairo: commentaries on as-Sayyida 'A'isha's corrections of hadith, tabaqāt, hadith al-ifk and one madh or qasida in praise of as-Sayyida 'A'isha.

I. As-Sayyida 'A'isha's Corrections of Hadith  
A thorough analysis of as-Sayyida 'A'isha as rāwiya, or relater of ḥadīth, forms a significant part of my project. Most ḥadīth attributed to 'A'isha, weak and strong alike, may be gleaned from published sources. However, to perceive as-Sayyida 'A'isha in this active role as an authority and source of information for the Muslim community, is also to analyze the process by which her ḥadīth came to be transmitted, accepted, or rejected and utilized. Here in Cairo I have found two works from the medieval period which will enhance this part of my research. One, published in Damascus and unavailable in the United States, is a fourteenth century work by Muhammad ibn Bahadir az-Zarkashi. The Shafī'i author was a member of the Egyptian 'ulāma. Az-Zarkashi's work, entitled al-Ijabā li-irād mā istakrakathu 'A'isha 'alā as-sahāba, treats the subject of 'A'isha's corrections of the ḥadīth of Muhammad's companions. The treatise, fascinating as a testimony to as-Sayyida 'A'isha's role as a check on the accuracy of ḥadīth in the early community, is also evidence for the varied sources of the esteem in which she was held by medieval Sunni scholars. Prior to the presentation of the body of her corrections which are divided by individual rather than by subject, az-Zarkashi discusses the forty special attributes of as-Sayyida 'A'isha. This chapter alone represents a fourfold multiplication of the ten privileges enjoyed by

‘Ā’isha originating in other works of an earlier period, such as those of Ibn S’ad. The amplification of ‘Ā’isha’s specialness in the medieval period, as exemplified in the second chapter of az-Zarkkashi’s treatise, represents precisely the variants of a persona developing within an increasingly rich Sunni Muslim historical literature. The line of this development of personality, therefore, also reflects a parallel evolution in medieval historiography. In pursuing this case study of ‘Ā’isha, I thus hope not to write a biography, but rather a methodological study of how one historical personnage may help exemplify the Islamic community’s process of writing and re-writing its past. My research thus seeks to reflect the dilemmas of medieval scholars in portraying as-Sayyida ‘Ā’isha’s multi-faceted life with regard to factors of selectivity, emphasis and nuance, often in the treatment of similar events.

As both a check and an extension of my work on ‘Ā’isha’s corrections of the Prophet’s companions, I have been especially fortunate in finding and gaining access to a fifteenth century manuscript written by the famous Jalāl ad-Din as-Suyūtī. A copy of this manuscript (Magāmi‘ 123, Dar al-Kutub) proved invaluable for establishing the specifics of as-Sayyida’s contribution to the early Muslim community. The author of the manuscript pays special note to az-Zarkkashi’s work, thus further enhancing the sense of medieval scholarly continuity and interest in this subject.

## II. Hadīth al-Ifk

This genre of manuscript details the events surrounding as-Sayyida ‘Ā’isha’s accusation of adultery and her subsequent exoneration. It is as a woman of controversy that ‘Ā’isha, as a case study of Sunni historiography emerges most clearly. Prior to coming to Egypt, I had located a fourteenth century version of hadīth al-ifk in the British Library. Another work on this subject, a thirteenth century Syrian manuscript preserved at Ma’had al-Makhtūtāt (Hadīth, 244), made it possible for me to analyze the work of ‘Abd al-Karīm ibn al-Haytham. The original of this work is in the Zāhariyya Library in Damascus (121). The British and Syrian texts when compared represent valuable sources for the elaboration of this event as an unfolding historiographical process within the Muslim community.

## III. Tabaqāt

This type of work, under-utilized but available in abundance has absorbed much of my time in Cairo. Particularly fortunate was the discovery of two new Egyptian editions of crucial biographical dictionaries hitherto unused in the one Western biography of as-Sayyida ‘Ā’isha by Nabia Abbott (Chicago: 1947). I refer to as-Simṭ ath-thamīn fi manāqib ummuḥāt al-mu'minīn by Muhibb ad-Dīn at-Tabarī al-Makkī and ad-Dhahabī’s Alām an-Nubālā'. The former, a thirteenth century work has recently been published here in a 1983 edition. In attempting to compare

medieval accounts of as-Sayyida ‘Ā’isha’s life with modern accounts, I have made use of the works of the well-known Dr. ‘Ā’isha ‘Abd ar-Rahmān whose study of the wives of the Prophet is a particularly striking example of continuity in Muslim scholarship. As a non-Muslim, my approach to this topic originates from a different vantage point, yet as a historian of the Middle East, sustained interest in as-Sayyida ‘Ā’isha among the contemporary Islamic community is of great interest to me.

The genre of medieval tabaqāt itself convinces me that ‘Ā’isha’s qualities, her specialness, the evolution of which in medieval texts is central to my research, cannot be analyzed in a vacuum. Prior to leaving the United States, I had already recognized that as-Sayyida Fātimā represented the antithesis of ‘Ā’isha in many respects, both in the virtues attributed to her and the manner of her medieval elaboration as a figure of veneration. However, it is also clear to me that among the wives of the Prophet characteristics are noted/attributed in a nuanced, hierarchical way. Thus, I now intend to include Khadīja in the comparative aspect of this study. ‘Ā’isha herself acknowledged as-Sayyida Khadīja’s claim to specialness. However, the strongest argument for analyzing as-Sayyida ‘Ā’isha and the tabaqāt genre in relation to the two other most notable women of the Prophet’s household derives from the nature of the texts themselves. In works concerned with the Prophet’s family, particularly his wives, individual women are by definition part of the larger category of azwāj. This type of tabaqāt is comparative by nature.

## IV. Madh Umm al-Mu'minīn as-Sayyida ‘Ā’isha

I am in the midst of gathering a body of poems of praise to ‘Ā’isha written in the fourteenth century. This process began with a single reference to an unpublished work in the British Library and has grown to include the discovery of five additional versions of the poem. This work, written by Abū ‘Imrān Mūsā ibn Muḥammad al-Andalūsī, is, to my knowledge, unique as a source for probing as-Sayyida ‘Ā’isha’s medieval persona and has been an unexpectedly fruitful part of my ongoing research. Thus far I have located copies of this poem in the British Library, the Princeton Library and the Municipal Library in Alexandria, Egypt. (The latter’s reference number is 0912d.) Two fragmentary versions of the poem may be found in the az-Zāhariyya Library in Damascus while an additional copy is in a private collection in the same city. I may be able to construct a stemma of these manuscripts in which case some idea of the audience and distribution of these poems, may be ascertained. (A microfilm of the Alexandria version may be found at the Ma’had al-Makhtūtāt, 657).

While in Cairo, I also discovered, not only the additional copy of this madh in Alexandria, but its existence in a published version in an excellent secondary work about as-Sayyida ‘Ā’isha

by al-Ustadh Sa'īd al-Afghānī entitled *'A'isha wa-l-siyāsa* (Cairo: 1947). The poem contains fifty-six verses and dates, I believe from the eighth century hijra. The reason this poem is important for me has to do with its method of exposition. It reflects, in condensed form, the difficult business of trying to praise a controversial woman. As such, the poem is at once a poem of praise and defense; a microcosmic example of the dilemmas faced by the Sunni faithful in depicting 'A'isha as a Muslim figure of note. As-Sayyida 'A'isha is the only female close to the Prophet whose life includes accusation and vindication in the case of al-ifk, and degrees of blame ranging from censure to active hostility with regard to the Battle of the Camel. The problem I am trying to come to terms with is how her actions/behaviour/contribution to the Islamic community is reported and the ways in which the content of her life is reconciled (or not) with evolving Muslim social standards. How are historical events central to as-Sayyida 'A'isha's life taken and transformed into merits or virtues?

The poem, as an example of this process, allows the subject to speak for herself. The poet, Abu 'Imrān Mūsā states that he is going to elaborate the nature of as-Sayyida 'A'isha's excellence. However, by the third line 'A'isha is in the throes of a self-defense. This is no madh̄ in the strict sense, for its address is to an audience of detractors. In vindicating herself, the poet, through the words he pens for 'A'isha, emphasizes the continuing presence of controversy in the subject's life, a fact that may suggest why there are not more poems of this genre from the medieval period.

In conclusion, I would like to extend my special thanks to the most helpful members of the manuscript room at Dār al-Kutub and Ma'had al-Makhtūtāt. I am also grateful to the adjunct Professor at the American Research Center, Dr. Ahmed Abdel-Magid Haridi for his helpful advice and suggestions.

Denise A. Spellberg  
Fulbright ARCE Affiliate  
Spring 1985

Research on Medieval Waqf Documents  
Preliminary Report from the Field

I am preparing a study of the political economy of Egypt during its last half-century of independence before the Ottoman Conquest of 1516-17 (922 A.H.). I have recently completed a study of the civil learned elite (based on a computerized data file of some 4600 persons) that administered Egypt and Syria on behalf of their Mamluk patrons, who ruled the Empire as a military class. During the course of this research that began back in the early 1970's, I became interested in the ties linking civilian clients to militarist patrons (who controlled the majority of real estate in the Empire as service "fiefs" or *iqtā'*s, and who also drew salaries averaging ten times the income of judges, scholars, scribes or mosque intendants.

More specifically, I am examining the fiscal policies of the last two major sultans of Mamlik Egypt: al-Ashraf Qaytbay (1468-95 A.D.) and Qansuh al-Ghawri (1501-16 A.D.), and their relations with civilian groups. According to the rich chronicle literature of this period (al-Maqrizi, al-'Ayni, al-Jawhari, al-Biqā'i, Ibn Iyas), the economic situation which the government had to deal with appears grim, if confined to official sources of revenue: rents, taxes, tolls, port tariffs, and quotas set by state monopolies on staple products or transit items. But if illicit sources of funds are explored, the picture is broadened considerably. The evidence suggests an elaborate, although clandestine, network of bribes, confiscation and office purchasing. I am now convinced that the later Mamluk regime met many of its expenses through acquisition of funds from such "hidden" devices. But of course, such tactics by themselves do not tell the full story of this clandestine fiscal policy. One must not lose sight of all the positive economic activities (agriculture, craft-manufactures, foreign and domestic trade, etc.) that constituted the overt or formal foundation of the medieval Egyptian economy. But more relevant to its clandestine dimension mentioned above were the massive investments made by the ruling elite in charitable trusts or *awqaf* during the later Mamluk period. I shall not dwell here on the formal purposes of *waqf* endowments, since an abundant commentary of the subject is available (Muhammad M. Amin, *The Waqfs and Social Life in Egypt, 1250-1517 A.D.*, Cairo, 1980). Scholars such as Amin have described in abundant detail the charitable and scholarly activities supported by waqfs, that together nurtured much of higher Islamic civilization during the traditional period. I am more interested in the waqfs as vital components of Mamluk investment and inheritance strategies. It is widely recognized that the frequency of waqf sales (*bay'*), transfers (*intiqal*), substitutions (*istibdal*), and confiscations (*tamlik*) increased sharply during the Circassian Mamluk period. For this reason,

more than one-third of all medieval waqf documents preserved in the Egyptian National Archives (Dar al-Watha'iq) or the Ministry of Pious Endowments (Wizarat al-Awqaf) were either granted or expropriated in some way by Sultans Qaytbay and Al-Ghawri. The latter individual managed to build up his own private fiscal preserve on the basis of unparalleled seizures of endowed properties, and today more than 300 deeds that he assumed (most preserved in the Wazarat al-Awqaf) testify to his covert fiscal policy.

I spent the academic year of 1980-81 in Cairo examining large waqf deeds granted by Sultan Qaytbay and his wife, al-Khawand Fatima al-Khassbakiya. Several of these are large parchment rolls averaging 70 cm. in width and 50 meters in length. Their inventories embrace hundreds of villages, rural farmlands, urban rental properties (rab's, wikalas, funduqs, caravansarays, hawanit), and list myriad charitable activities (maintenance of mosques, madrasas, Sufi khanqahs, sabilis, orphanages, libraries; payment of professorial and staff salaries, student living stipends, etc.). I returned to Cairo in late March of this year with the primary objective of analyzing the waqfs either donated or expropriated by Sultan al-Ghawri. His large writs (Daftarkhanah, Wizarat al-Awqaf: 882, 883 qadim) are very similar in form and typology of charitable foundations to those of Qaytbay and his wife. They detail support for his large madrasa-qubba-khanqah complex in the Sharabishiyin district west of al-Azhar. But the large number of deeds confiscated or purchased from other persons, both military and civilian, occupied most of my time during this trip. These documents (organized as the "new collection" or "majmu'at jadi" of the Daftarkhanah) are much shorter, and usually represent a sale, substitution or transfer of one or two pieces of property, or a share (hissa) thereof, by a private individual before al-Ghawri took them over. These properties, both urban and rural, ranged throughout the entire Mamluk state in both Egypt and Syria. But the great majority of the urban holdings were located in Cairo, scattered throughout the Qasaba, Bayn al-Qasrayn, Bab Zuwayla, Darb al-Ahmar, Rumayla and Bab al-Qantara districts of the city. Most of the rural tracts were located in the Delta provinces of Gharbiya, Minufiya and Sharqiya, or in Jiziya and Bahnasawiya districts of Upper Egypt. I hope to map out these properties in order to reconstruct the pattern of al-Ghawri's fiscal preserve which he strove so assiduously to enlarge during his reign.

I am also very interested in the network of associates and clients, both military and civilian, through whom Qaytbay and al-Ghawri ruled on the basis of reciprocal relationships. I am currently developing a file of all the diwan officials, scribes, qadis, witnesses, and adjutants who actually processed these deeds -- and sanctified their expropriation, if necessary. Many of these individuals were prominent figures in the history of the Circassian Mamluk regime (for ex., Sari al-Din 'Abd al-Barr ibn

al-Shihna, chief Hanafi qadi under al-Ghawri, or al-Zayni Barakat ibn Musa who served the Sultan as muhtasib of Cairo and his chief accountant). When I return to my university at the end of this research session, I shall correlate this evidence from both waqf deeds and client networks with the narratives provided by the historians mentioned above (especially the Bada'i' al-Zuhur of Ibn Iyas whose day-by-day account of events in the Mamluk court during the reigns of Qaytbay and al-Ghawri is indispensable to the historian of this era). I wish to determine whether serious incidents of waqf confiscation parallel periods of financial crisis when al-Ghawri failed to meet the escalating pay demands of his rebellious Mamluk troops. I am equally interested in the many examples of piety and beneficence interspersed between these crises that were so typical of Qaytbay's behavior in particular. I wish to explore a possible correlation between the much rarer incidence of waqf confiscation on Qaytbay's part and his justified reputation as a great builder, patron of the arts, and promoter of religious observance. Qaytbay actually founded many more structures dedicated to public welfare than did al-Ghawri, who expropriated much more property than his predecessor. Al-Ghawri's reputation for greed and rapacity may reflect the crisis situation vis his dealings with his own subordinates, and the worsening international situation (the Ottoman menace above all) more than any personal inclination to avarice.

Upon completion of these researches, I hope to prepare a study of the fiscal policies adopted by these two autocrats. I envision the project as a monograph of several hundred pages.

In conclusion I wish to acknowledge the Egyptian scholars whose work has served as an inspiration to me. Foremost among these are: Dr. Muhammad M. Amin, Department of History, Cairo University, who has offered many insightful comments about the waqf institution during the Mamluk period; and Dr. Hasanayn Rabie, of the same department, whose knowledge of the financial system of medieval Egypt is widely known. The published works of Drs. 'Abdal-Latif Ibrahim 'Ali, Sa'id 'Ashur, Ahmad Darrag and Subhi Labib, as well as those of Layla Ibrahim, Ahmad 'Abd al-Raziq, and Doris Abu-Sayf also provided me with information which is essential to my research. I spent much of my time when the archives were closed reading studies produced by historians here in Egypt that focus specifically on the waqf institution.

Finally, I wish to thank the archivists and curators who assisted me here in Cairo. Dr. Galal Fuad, General Director of the Dar al-Watha'iq, and Mme. Sawson, supervisor of the main reading room; and al-Ustadh Husam al-Din Kinj 'Uthman, curator of the Daftarkhanah, Wizarat al-Awqaf, all took a special interest in my research and accorded me every appropriate assistance to facilitate its completion. I cannot properly acknowledge the

significance of their help to my work within the confines of a research report of this nature. But I can say that without their assistance, my project could not have been realized.

Carl F. Petry  
ARCE Fellow 1985  
Funded by USIA

Primary Health Care in Egypt:  
Preliminary Report from the Field

As an economist specializing in the economics of health I set out to survey the provision of primary health care in Egypt. In order to keep the project in manageable limits, four interventions were set forth for exploration. These were: children's immunizations, antenatal tetanus shots, oral rehydration therapy, and treatment of chronic schistosomiasis. Through the exploration of the provision of these interventions I hoped to develop a profile of the delivery of primary health care in Egypt.

One activity that enabled me to get some perspective on the situation was a visit to the World Health Organization in Geneva, Switzerland. There I was able to meet with persons involved in their Expanded Programme on Immunization, Special Programme for Research and Training in Tropical Diseases, Diarrheal Disease Control Programme, and the Division of Strengthening of Health Services. The visit was very helpful.

Since there had recently been a Health Sector Assessment Study (of Egyptian health care) conducted by ECTOR, a component of the Institute of National Planning under contract from the Urban Health Delivery Project of the Ministry of Health of the Arab Republic of Egypt, I did not wish to replicate any of that study. Rather, my goal was to supplement the Assessment.

The Health Sector Assessment, carried out in Helwan and the South and West Zones of Cairo, indicated that the private sector, along with the informal sector (traditional providers and folk medicine), were important components of the health delivery system. One example will illustrate this point: in response to a question about actual past behavior, in particular the pattern followed when their child had measles, the highest percentage of respondents of any reply, namely forty percent, indicated that they had taken their child to a private physician. This, along with additional conversations, provided support for the belief that the private health delivery system was rapidly growing in Egypt, as, indeed, it was in many developing nations. Furthermore, there was a general lack of information about the private sector. Thus, an important component of my research would be to develop a profile of the private sector, in particular the role of the private sector in terms of the selected interventions: childhood immunizations, antenatal tetanus shots, oral rehydration therapy, and treatment of chronic schistosomiasis.

While it is relatively easy to gain understanding of the

"workings" of the public sector through interviews with Ministry of Health Personnel and through published data on Ministry operations, there are no similar sources from which to seek information about the private sector. The best means of gaining information on this sector appeared to be by means of interviews with a random sample of physicians. However, in order to do this, formal permission was required.

After numerous visits to the Ministry of Health, a letter was sent on my behalf to the Central Agency for Preparedness, Mobilization, and Statistics (CAPMAS). CAPMAS wished to see a copy of my interview instrument. This was prepared in Arabic and forwarded to them. After some delay, the instrument was approved, however, with a condition that the interviews must be conducted by Egyptians. This condition was agreeable with me and I prepared to find interviewers.

I have had considerable assistance with the situation in the last several months and would like to thank the many Egyptians in the health care sector who have been exceedingly generous with their time and support while I have been in Egypt.

I have met with numerous people from three projects carried out jointly by the Ministry of Health and the United States Agency for International Development. These three are: (1) Strengthening Rural Health Delivery, (2) the Urban Health Delivery Project, and (3) the Diarrheal Disease Control or Oral Rehydration Therapy Project. Not only have these interviews been helpful, but I have obtained a considerable amount of data from the projects. Both the Urban and Rural projects are engaged in the delivery of primary health care. And both are attempting to increase utilization of three interventions I am following: childhood immunizations, antenatal tetanus shots, and the use of oral rehydration therapy. And, of course, the Diarrheal Disease Control Program has as its main focus the education of mothers and providers, including pharmacists in the usefulness of oral rehydration therapy.

The library maintained by the United States Agency for International Development has been very helpful. I have spent a considerable amount of time using that library.

Another source of data that I have found helpful is that prepared and published by the Health Profile of Egypt. And their office has been generous in supplying me with their publications. I have also made use of the CATALOGUE OF THE HEALTH RESOURCES INFORMATION UNIT LIBRARY.

Three opportunities, that although not directly related to my research, nevertheless, contributed significantly to it indirectly, presented themselves this year. First, I was invited in the fall semester to teach a graduate course in the Economics

of Human Resources at the American University in Cairo. Since I taught this course as a seminar particularly emphasizing education and health, I was able to get very concisely one perspective on Egyptian health care -- its strengths and its problems. The students were mature, and they made fine classroom presentations that I found valuable.

A second opportunity was the occasion of a lecture trip to South Asia. During this trip I lectured twice on the subject of "Health and Economic Development." The first time was at the Ministry of Health in Islamabad, Pakistan, and the second time was at the Economic Research Section of the Indian Statistical Institute in Bangalore, India. On both occasions there was the opportunity for discussion with well informed persons -- a situation that is always helpful to a researcher.

The third opportunity that presented itself this year was an invitation to speak to a conference of medical school educators on the subject, "Economics in Medical Education." The Conference was held at the Hotel Etap in Ismailia from Wednesday, May 16 through Friday, May 18. The Conference, sponsored by the World Health Organization, was arranged for the purpose of considering the topic: "The Social Sciences in Medical Education." And the attendees, with the exception of a few social scientists, were physicians and members of medical school faculties. In addition to making a presentation, I had ample opportunity to discuss my research with various persons attending the conference.

Once the questionnaire was approved, interviewers were found. A random sample of physicians -- general practitioners, pediatricians, and obstetric-gynecologists -- was obtained. The Egyptian Medical Syndicate was very helpful on this score, providing a computer printout of the names and addresses of the random sample.

The names of physicians were grouped according to location. The final arrangement involved the distribution to physicians of the questionnaire in both English and Arabic. The physician was requested to complete the form at his convenience but a time was set when the form would be picked up. The interviewer would pick up the form at the established time. If the form had not been completed, the effort would be made to complete it at the time of pickup. The interviewer was also available if the respondent had any questions. Finally, if the physician completed the Arabic version of the form, the interviewer would translate the response while completing the English language version of the questionnaire.

Arrangements were made with the assistance of ECTOR of the Institute of National Planning. Five researchers, i.e. graduate assistants were hired. It was also Ector that handled the printing of the questionnaires.



The sample size is a minimum of one hundred physicians. Their response has been favorable, and the questionnaires have been filled in quite fully.

Kim Carney  
ARCE Fellow 1983-84  
Funded by USIA

#### Wadi Tumilat Survey

During my approximately two year residence in Egypt I have been working on completing the research for my Ph.D. dissertation in the field of Egyptian archaeology. Specifically, my area of concentration is the "Hyksos," Asiatic invaders who moved into the Egyptian Delta during the Second Intermediate Period and who were thrown out of the country at the beginning of the Eighteenth Dynasty.

My work has involved archaeological field work, comparative field research, and library studies. I was involved in the organization and carrying out of an archaeological survey of the Wadi Tumilat in the eastern Delta, and I participated in two field seasons of the Wadi Tumilat Project excavations at Tell el-Maskhuta. I conducted comparative field research in Jordan and other areas in Egypt including the Cairo Museum, and the excavations at Mendes, Karnak Temple in Luxor, and Tell El-Daba. My library work was undertaken at the American University in Cairo, the French Institute, the American Research Center in Egypt, and Chicago House in Luxor.

The 1983 Wadi Tumilat Survey included the systematic "purposive" survey of all known antiquities sites in the region and a randomized stratified sampling of selected smaller areas of the Wadi in search of previously unrecorded sites. Each of the known sites was intensively searched for diagnostic potsherds and other cultural artifacts such as worked flints, glass, coins, and so forth. Two by one kilometer foot traverses were made across the randomly selected intensive survey areas to search for new sites. All sites so discovered were recorded, plotted on a map, and intensively sampled in the same manner as the known sites.

For the most part, the sites discovered in the foot survey were only small campsite locations, suggesting that most of the larger habitation sites are either already known or are buried under dune sand or under the more recent agricultural alluvium.

In all, 71 sites were found or investigated. Every site was given an arbitrary field number for recording and analysis purposes; those with discernible names were also recorded by name, but many could only be numbered. Although the survey was primarily interested in recovering material from the Hyksos period, finds from all periods were collected and processed. Artifacts that were collected during the survey were recorded and numbered, and preliminary analysis of much of the material has been completed.

The sites can be divided into six basic categories on the basis



of their size and use patterns or salient characteristics, as follows.

#### Sites Covered by Modern Villages

These sites consist of archaeological sites known from earlier literature which are today completely covered by modern villages. Because the ancient site is surmounted by modern structures and soil build up, it is impossible to ascertain the size, period, or nature of the earlier occupation. In general, it was difficult even to collect a good sample of diagnostic sherds from this site. Some of the sites may have been -- indeed, probably were -- important in antiquity, but without sinking probe trenches into the middle of the villages their occupational history cannot be adequately known to us at the present time. Such sites include the following: Tell el-Saghrir, Tell el-Hammad, Tell el-Kebir, Tell el-Ba'ar, Tell Abu Hatab, and Tell er-Rakham.

#### Large Tell Sites

On present evidence, there are five sites in the Wadi Tumilat that were major stratified tell sites. These sites were probably the largest and most important sites in the wadi. From west to east the sites are: Abbasa, Tell Shaqafiya, Tell el-Retabah, Tell al-Maskhuta, and Tell al-Ahmar.

#### Sites with Remains (Spoil Banks) of the "Canal of the Pharaohs"

Although the ancient canal of the pharaohs was almost completely visible along its entire length at the turn of the twentieth century, land reclamation and agricultural activities have today obliterated all but a few traces. Six of the sites investigated during the survey preserved traces of the canal; some also had sherd scatters in the area. In only one place did the survey uncover traces of a building that might have been contemporary with the canal.

#### Possible Tell Sites

A number of sites were surveyed that may once have been stratified tell sites. It is unclear from the surface configuration whether or not there are structures lying under the ground, but the probability of stratified occupation is high. There were seven such sites.

#### Sherd Scatters

The majority of the sites surveyed consisted of variously sized sherd scatters. They occurred in a number of different locations, ranging from sandy or gravel terrain to sand dunes. Most of these are probably the remains of bedouin camps. The majority were from the Roman period, a few were Hyksos, and occasionally other periods were represented. These sites can be divided by size into categories of small, medium, or large. Twelve sites were small sherd scatters, 18 were medium sized, and 11 were large.

#### Miscellaneous Sites

Three sites proved difficult to evaluate for a variety of reasons, or did not fit into any of the above categories. In addition, four sites produced no evidence of occupation apart from an occasional potsherd. All of these sites were classified as miscellaneous.

Preliminary analysis of the data collected during the survey has enabled the reconstruction of the occupational history of the wadi in its broad outlines. One of the sites may have produced predynastic material; if further study firmly establishes this identification, these will be the first predynastic remains to come from the eastern Delta region. Nine sites produced material classified as "Pharonic;" further study is needed to date the finds more closely. Twenty-two sites had Hyksos remains, 6 had material from the Saite period, 9 from the Persian period, 36 from Ptolemaic times, 48 from the Roman period, 7 from Byzantine times, and 17 from the Islamic era.

It is clear from the above data that occupation of the wadi was sporadic until Hyksos times. With the notable exception of Tell al-Maskhuta, all of the Hyksos sites were small and mostly sherd scatters. Almost all were located on the edges of extant and dried up birkets. Associated with the Hyksos sites were a lithic industry, red sandstone grindstone, and ostrich egg shells. These people were probably transhumants, similar to bedouin, pasturing their flocks in the wadi in the summer and moving elsewhere for the winter.

After the Hyksos period, occupation of the Wadi was limited down to Ptolemaic times. Judging from the number of sites dating to the Ptolemaic and Roman periods, the wadi was intensively occupied at this point. Use of the wadi then declines during the Byzantine period, and becomes more active during the Islamic era.

During the 1983 field season at Tell al-Maskhuta I worked with the Hyksos pottery collected during the survey and uncovered during the excavations of the Hyksos village at Maskhuta. I did both typological and ware analyses, and hope to be able to do neutron activation analysis of some ware samples in order to ascertain which wares were imported and from where. In the 1985 field season at Maskhuta I was excavating in the field, supervising two crews of workmen.

My library work involved using the facilities at the American Research Center, the French Institute, Chicago House in Luxor, and the American University in Cairo. The latter was particularly valuable for material dealing with the history of the Wadi Tumilat; as far as I know, some of the material I was able to consult is not available in the U.S.

Much of my comparative field research involved searching for

parallels to the Hyksos material from the Wadi Tumilat. The following summarizes the results of my visits to various sites and my examination of various material in libraries and museums (such as those in Cairo, Luxor, and Ismailia).

Much of the Hyksos material culture appears to be indigenous to the Egyptian Delta. In general, only isolated parallels can be cited from other locations. The closest -- indeed, virtually identical parallels to the Wadi Tumilat finds come from Tell el-Daba'. The major difference between the two areas are that Daba' was a large urban agglomeration as opposed to the more modest, seasonal bedouin and village occupation of the Wadi Tumilat, and that Tell Daba' has material from the beginnings of the Hyksos period whereas the Wadi Tumilat does not. In the eastern Delta Hyksos material also appears at Tell Basta, and some Hyksos graves were uncovered by the Egyptian Antiquities Organization at Sitasher, a site close to Maskhuta. Examination of finds from other areas in Egypt, produced either no parallels or only the occasional sherd, pot, or other find.

My dissertation will deal specifically with the Hyksos remains uncovered during the excavations at Tell el-Maskhuta and those found during the survey. I hope to be able to draw conclusions concerning the type, date, and nature of occupation of both the tell and wadi in this period, and to relate my findings first to the occupational history of the eastern Delta in specific and all of Egypt in general during the Hyksos times, and then to the context of the general historical framework of the Near East in this period.

The Hyksos material is clearly intrusive to the local Egyptian culture, although it becomes increasingly Egyptianized as time goes on. Searching for the origins of the Hyksos culture is a problematic proposition, especially given the fact that the Wadi Tumilat data repertoire does not contain any of the earliest known Hyksos material; this is found only at Tell Daba'. Logically, Byblos is a leading candidate for the homeland of the Hyksos, as ties between Byblos and Egypt are very close, well documented, and extend over a long period of time. However, the closest material cultural parallels I have discovered so far come from northern Syria. Although a few of the pottery forms have parallels in Palestine and Transjordan, this seems to be an isolated occurrence. Archaeologists working in Jordan, both Jordanian and foreign, who looked at photographs and drawings of the Wadi Tumilat material indicated it was mostly alien to the area.

#### Conclusions to Date and Future Research

The Hyksos were Asiatic invaders who entered Egypt at a time of internal confusion in the country and physically occupied the eastern Delta region while maintaining a loose suzerainty over the rest of the country. The occupation in the Wadi Tumilat

probably represents a second, later wave of these invaders who engaged in a pastoral way of life and used the wadi as a route connecting Egypt with points east. The largest Hyksos settlement in the wadi seems to have been at Tell el-Maskhuta, the site of a large village. However, even here occupation seems to have been seasonal; study of the botanical remains indicates that only winter crops were grown. Study of lithics also supports the hypothesis of a transhumant pastoral way of life: there is little debitage, no weapons or points, and evidence that raw blades were brought in from outside the wadi and worked as needed.

The material culture of all the Hyksos remains found to date in the eastern Delta reflects a common cultural background and shows the development of a distinct regional culture different from that found elsewhere in Egypt or in other areas of the ancient Near East. At the same time, it is possible to follow the gradual Egyptianization of this culture as reflected in its material artifacts. The Hyksos settlements seem to disappear with the beginning of the New Kingdom, and the distinctive Hyksos nature of the eastern Delta dies out completely.

Carol A. Redmount  
ARCE Fellow 1983-84  
Funded by Smithsonian Institution

Comparative Study of Public Sectors: Egypt

The fellowship awarded to me was for three months between September and December 1985. The purpose was to examine the adjustments made in public sector management in light of ten years of the economic open door policy. The Egyptian study is to be one component in a broader study of the public sectors of Egypt, India, Turkey, and Mexico. The author is currently in India, under the auspices of the Indo-American Fellowship Program, to carry out the research for the Indian component.

I arrived in Cairo on September 5, 1985 and left on January 5, 1986. During the month of October, I was in the Sudan as part of a team of Princeton scholars carrying out research funded by USAID and the Sudanese Ministry of Finance. No monies allotted to me by ARCE were used for this trip.

In most respects the research in Egypt went well. Early in my stay I made contact with Minister Atif al-Obeid whose office put me in touch with the Central Agency for Organization and Administration (Director Hussain Kazim). This agency was able to provide me some data on the size, age distribution, and company affiliation of senior public sector management, but already-released data on the major characteristics of top level management was promised but never turned over to me. This presents a serious gap in my marshalling of data as the only surveys available to me were generated by the INP and by CAPMAS around 1974. Dr. Mukhtar Hallouda, Director of CAPMAS, was unable to update the earlier data.

By contrast, more qualitative information was very successfully gathered through interviewing top level public sector managers. In this respect, my contacts with the Association of Graduates of the National Institute of Management Development proved to be particularly important. A small team of its members, constituted after the Association's annual meeting in October, met regularly in Cairo to discuss the context in which managers function in Egypt and what qualities and skills appear to characterize the successful manager (al-mudir al-nagih) whether in the public or private sector. I was able to attend their weekly meetings between mid-November and the beginning of January. The discussions within this group, and the presentations of invited guests, focused on the precise issues in which I am interested. It was also primarily, but by no means exclusively, through this group that I established contact with several senior managers whom I subsequently interviewed. I should also note that the annual analytic reports and recommendations of the Association,

published after their annual meeting since 1964, were in their entirety made available to me. This is a very important set of source materials for my study.

During my stay in Egypt I was able to interview some 15 public sector managers of whom only one was recently retired. All had spent most of their professional lives in the public sector and had nurtured a number of companies from what they call "the green grass" to their current maturity. For all the problems and deficiencies that the public sector faces, these men were proud of what they had been able to accomplish. All of them, I should add, have the reputation of being successful managers. I selected them on that basis, first because success is rare enough that it warrants close examination, and, second, because I judged that a manager who is seen as successful would be more relaxed and open in discussing issues of management than one who might feel he had to explain (or hide) deficiencies in his own performance.

One of the most striking, although perhaps unsurprising, results of these interviews is that my interlocutors felt that there was nothing tangible in the overall management of the public sector that rewards good management at the company level. Or, put negatively, no manager who follows the rules and routines laid down in abundant detail is ever penalized because his company performs poorly. Managers who seek greater efficiency in the production process do so out of personal pride and satisfaction.

This fact, I believe, is at the heart of a debate that has scarcely begun in Egypt as to how to establish a reward system for 'aggressive' management. If the slogans currently being brandished about generating exports are to be more than slogans, then public sector managers will have to achieve much greater efficiency in the use of all the factors of production.

Toward that end certain structural reforms are being considered while others, for the time being at least, have been rejected. There will be no further joint ventures between public sector companies and foreign partners under Law 43. It is unlikely that there will be any dilution of public ownership by share offerings to the general public. Some successful firms may try to raise capital through bond or debenture offerings, but that will be the extent of it. On the other hand there may be various kinds of leasing arrangements tested, whereby a foreign agency leases and manages a public sector entity without change in ownership. The hotel sector may pioneer in this respect. But some truly dramatic reform and restructuring will have to take place if the public sector is to bear the responsibility assigned to it in the next plan period of generating its own financing through retained earnings and commercial borrowing including foreign exchange.

The managers in general felt that the public sector can compete

successfully for good young managers against the private sector. Real incomes have increased substantially through bonuses and incentives, stability of employment is greater, and the work load probably less than in the private sector. Some small steps have been taken to promote young managers on merit and performance rather than seniority. They did not seem particularly concerned that younger managers would not share their devotion to particular companies or sectors as they have not shared in their birth and growth. My impression is that the only sector that has been heavily raided by the private sector is banking and financial services. Gulf countries have attracted good managerial and technical talent, but a number of company directors reacted to this problem by working out extended leaves for their middle managers. Most of the latter, it was believed, are anxious ultimately to return to Egypt. Moreover, the difficulties of moving or breaking up families has diminished the lustre of high salaries in the Gulf.

The managers with whom I talked were by and large unafraid of direct competition with the Egyptian private sector, although they stressed the ground rules would have to be the same for both sectors. Each sector can, of course, claim discriminatory policies in the other sector's favor -- e.g. cheap power rates for the public sector (equalized in the last year) vs. corporate tax holidays and duty-free imports for private firms.

Successful managers had all combined four approaches in improving the performance of their firms. None were replacing retired personnel so that total employment over the last five years had dropped by 15 - 20%. Second, all had undertaken expansion or new product lines and had retrained existing labor and management to run the new units. As a result production and sales increased as did the average salary and wage. Third, all had implemented individual and collective incentive schemes which were tied to real work and productivity. They felt that by applying these schemes seriously they had raised the opportunity cost of second jobs, absenteeism, abuse of sick leave, and the like dramatically. Fourth, all had imposed much stricter systems for the management and use of raw materials, reducing wastage significantly (or finding profitable uses for waste). For some there was a fifth approach; reduction of excessive inventories of raw materials and/or finished products. All claim to have beefed up their R & D personnel and budgets, but I could discover nothing very tangible that had resulted from this.

Success then may consist in increased production, higher sales, greater capital intensity and reduced employment opportunities. All of this makes economic sense at the level of the firm, and it will mean increased revenues for the state through compulsory retained earnings and corporate profits tax. If it becomes a general strategy for the public sector, it will mean that the small scale private sector will be delegated the task of

absorbing labor. While it is not the subject of my research, it would be of great importance to study the extent to which the growth paths of large-scale, capital-intensive industry can be meshed with small-scale labor absorptive petty manufacturing.

The kinds of issues I want, ultimately, to examine are of a different order and will have to await completion of research in the other countries of my comparative framework. The dependent variable, if I am allowed that ponderous term, is public sector management in an era of economic liberalization and sometimes savage criticism of public sector performance to date. The independent variables are legion: highly contrasting cultures, political systems that vary from multi-party democracies (India) through single-party dominant regimes (Egypt and Mexico, although the contrasts in the history and nature of the dominant parties are colossal) to post military-authoritarian (Turkey). The weight and range of the private sectors in the different countries also varies widely; inversely, of course, with the weight and range of the public sectors. Egypt's is by far the most dominant public sector of the four in terms of fixed assets, contribution to value-added, employment, and contribution to budgetary deficits. The patterns by which management has been recruited and exercised their careers has varied significantly among the four countries. I hope that through a systematic investigation of the histories and current travails of these four public sectors I will be able to make some original observations on the dynamics of development and class formation in large, differentiated, mixed economies of the LDCs.

As a final note, I want to make mention of the formal presentations that I made to various audiences on my research agenda. These were, in chronological order:

- November 13: Public Sector Enterprise and Economic Liberalization in LDCs' A.R.C.E., 2 Qasr al-Dubara
- December 1: Public Sector Enterprise and Economic Development in Mixed Economies; Association of Graduates of the National Institute of Management Development, Nile Hilton Hotel
- December 11: The Evolution of Egypt's Public Sector; USAID, Cairo Towers Bldg.
- December 22: The Utility of the 'State Bourgeoisie' as an Analytic Tool; al-Ahram Center for Strategic and Political Studies, Sh. al-Galaa.
- December 30: The Comparative Study of Public Sectors in the Mixed Economies of Developing Countries: Egypt, India, Turkey, Mexico; Institute of National Planning, Nasr City.

I am grateful to the ARCE, its director and staff, for having handled my stay in Egypt and research clearances expeditiously and with the greatest personal warmth. It was a very productive three months for me, and no small thanks are due Dick, Amira, Mary Ellen, and Albert.

John Waterbury  
ARCE Fellow 1985  
Funded by USIA

At our 1986 Annual Meeting members voted on a series of revisions and amendments to the ARCE corporate by-laws. Some of the changes are fairly extensive and some not so. In the following pages you will find a complete set of the new by-laws, combining all the various changes and additions.

AMERICAN RESEARCH CENTER IN EGYPT, INC.

BY-LAWS (as of 19 April 1986)

ARTICLE I  
NAME, OBJECT AND POWERS

Sec. (1) Name. The name by which this corporation is known is AMERICAN RESEARCH CENTER IN EGYPT, INC.

Sec. (2) Objects. The objects and purposes for which the corporation is formed are as stated in the Articles of Organization.

Sec. (3) Powers. The corporation shall have all the powers and privileges granted to similar corporations under the General Laws of the Commonwealth of Massachusetts.

ARTICLES II  
OFFICES

Sec. (1) Principal Office. The principal office of the corporation shall be in such place in the United States as may be selected by the Board of Governors. Any change of such location shall be subject to ratification by the membership at the next following annual meeting. A resident agent shall be maintained in the Commonwealth of Massachusetts.

Sec. (2) Other Offices. The corporation may also have subsidiary offices at such places in the United States and in foreign countries as the Board of Governors may from time to time designate.

ARTICLE III  
MEMBERSHIPS

Sec. (1) Classes of Members. There shall be four (4) classes of members, Individual Members, Research Supporting Members, Institutional Members and Honorary Members, being further described as follows:

- (a) Individual Member - A person who holds a membership in the corporation in his own individual name.
- (b) Research Supporting Member - An organization which meets those standards of substantial financial support of, and active participation in, the affairs of the corporation, as are set by the Board of Governors for membership as a Research Supporting Member.

(c) Institutional Member - An organization interested in the corporation, and qualifying for membership in the corporation under such standards as set by the Board of Governors for classification as an Institutional Member.

(d) Honorary Member - A person who shall be elected as an Honorary Member by the Board of Governors. The Egyptian ambassador to the United States and the U.S. ambassador to Egypt shall be invited to be Honorary Members.

New classes of members may be created upon recommendation of the Board of Governors and the vote of the individual members either at an annual meeting, special meeting or by mail ballot.

Sec. (2) Applications. All individuals or organizations or institutions desiring to become Individual, Research Supporting, or Institutional Members in the corporation shall submit applications in a form to be approved by the Executive Committee.

Sec. (3) Election to Membership. The Board of Governors shall make all future elections to membership of organizations, institutions, individuals and honorary members.

Sec. (4) Resignation of Members. Any member of any class may resign at any time by written notice directed to the President or Secretary of the corporation. Such resignations shall be effective upon receipt of the said notice. In the event of such resignations, membership dues of members shall not be refunded or, if due but unpaid, abated, but the Board of Governors may, in its unfettered discretion, refund or abate on a pro rata basis, the dues of resigning Research Supporting Members.

Sec. (5) Membership Records. Complete membership lists and records shall at all times be maintained on a current basis in the principal office of the corporation.

Sec. (6) Members Entitled to By-Laws. Any member shall, upon written request to the Secretary, be entitled to receive a copy of the by-laws of the corporation.

Sec. (7) Expulsion, Suspension or Reinstatement of Members. The membership of any member of any class may be terminated, or suspended, at any time by the Board of Governors with or without cause or for any reason which the Board shall, in its unfettered discretion, consider to be sufficient. Membership may be reinstated by the Board, in its unfettered discretion. In the event of expulsion or

suspension of a Research Supporting Member, the Board of Governors may, in its unfettered discretion, refund or abate, on a pro rata basis, the dues of such member. There shall be no abatements or refunds in the case of expulsion or suspension of members other than Research Supporting Members.

Sec. (8) Membership Dues. All members, except Honorary Members shall pay such annual dues as the Board of Governors shall from time to time determine. The Board of Governors may on the recommendation of the Secretary drop from membership members who are in arrears in the matter of dues.

Sec. (9) Voting Rights. Only Individual Members shall be entitled to any vote at annual or special meetings or members. Each such Individual Member shall be entitled to cast one vote. Research Supporting, Institutional and Honorary Members shall not be entitled to vote at any meetings of members.

#### ARTICLE IV MEETINGS OF MEMBERS

Sec. (1) Place of Meetings. Meetings of members shall be at such place within the United States or Canada as the Board of Governors may determine to be appropriate. Meetings of members may be authorized at any other place by the membership at large.

Sec. (2) Notice of Meetings. Written or printed notice of each annual or special meeting of members, stating the place, day and hour thereof, shall be given by the Secretary to each member of all classes at least twenty-one (21) days before the meeting by mailing such notice, postage prepaid, addressed to each member at his address as it appears upon the membership records of the Corporation. It shall not be requisite to the validity of any meeting of members that notice thereof shall have been given to any member so entitled who attends in person or by proxy, or waives notice thereof in writing filed with the records of the meeting, either before or after the holding thereof.

Sec. (3) Quorum. At any meeting of members, the presence either in person or by proxy of twenty (20) percent or 40 votes of the Individual Members which ever is smaller shall constitute a quorum for the transaction of business, and the act of a majority of Individual Members present in person or by proxy at any meeting at which there is a quorum shall be the act of the full membership, except as may be otherwise specifically provided by statute or these by-laws. In the absence of a quorum, or when a quorum is present, a meeting may be adjourned by vote of a majority of the Individual Members present in person or by proxy, without notice other

than by announcement at the meeting and without further notice to any absent member. Business may continue to be transacted as long as ten (10) percent or 20 votes of the Individual Members which ever is smaller continue to be present or represented by proxy.

Sec. (4) Voting. At every meeting of members, each Individual Member shall be entitled to vote in person or by proxy duly appointed by instrument in writing, which is subscribed by such Individual Member and which bears a date not more than six months prior to the meeting at which it is used. A proxy may be given to a voting member.

Sec. (5) Annual Meeting. The corporation shall hold annually a regular meeting of its members for the election of those members of the Board of Governors not appointed by Research Supporting Members, and for the transaction of general business, in MARCH or APRIL of each year. The members of the Board of Governors so elected shall be elected from among the Individual Members of the corporation. In case the annual meeting for any year shall not be duly called or held, the Board of Governors or the President shall cause a special meeting to be held as soon thereafter as possible in lieu of and for the purpose of such annual meeting, and all proceedings at such special meeting shall have the same force and effect as if taken at the regular annual meeting. The President or that individual chosen by a majority of the Executive Committee to preside over the meeting in the absence of the President shall appoint a parliamentarian who shall use Roberts Rules of Order.

Sec. (6) Special Meeting. At any time in the interval between annual meetings, special meetings of the members shall be called by the Secretary or in the case of the death, absence, incapacity, disability or refusal of the Secretary, by such person as the President, or by a majority of the Executive Committee, or by a majority of twenty (20%) per cent or more of the then Individual Members may designate. Such written notice shall state the time and purpose of any such meeting. The President or that individual chosen by a majority of the Executive Committee to preside over the meeting in the absence of the President shall appoint a parliamentarian who shall use Roberts Rules of Order.

Sec. (7). Nominations from the Floor. Individual Members may offer nominations from the floor at the annual meeting of the corporation for the election of those members of the Board of Governors who are to be elected by the Individual Members, provided that a notice signed by not less than ten (10) Individual Members, giving the names of such nominees, is first filed with the Secretary not later than seven (7) days prior to the date of the annual meeting.

ARTICLE V  
BOARD OF GOVERNORS

Sec. (1) General Powers. Subject to the limitations contained in these by-laws, or in any statute, as to action to be authorized, approved or undertaken by members, all corporate powers shall be exercised by or under authority of, and the business and affairs of the corporation shall be controlled by, the Board of Governors.

Sec. (2) Number of the Board of Governors. The number of members of the Board of Governors shall be equal to two (2) times the number of Research Supporting Members, plus one; but in no event shall there at any time be fewer than twenty-one (21) members of the Board, unless a vacancy occurs by reason of death or resignation during the interim period between annual meetings of members, and said vacancy remains unfilled. In addition to these Governors, the members of the Board of Governors shall elect five additional, at-large members.

Sec. (3) Research Supporting Members to Have Places on the Board of Governors. Each Research Supporting Member shall be entitled to representation on the Board of Governors. Upon its election to membership the appropriate administrative officer of the Research Supporting Member may inform the Secretary of the ARCE of the name of its representative appointed to serve on the Board of Governors during its membership or until the Secretary of the ARCE is notified of his replacement. To insure the desired regular participation of each Research Supporting Member in each meeting of the Board of Governors, any such Member may, when use of the proxy procedure provided in Section 11 of this article is deemed inadequate, inform the Secretary of the ARCE, through its appropriate administrative officer, of its appointment of a temporary or substitute representative to any specific meeting of the Board of Governors.

Sec. (4) Other Members of the Board of Governors. The Individual Members of the corporation shall, at the annual meeting of members, elect from within their own number the following members of the Board of Governors:

A number of members equivalent to the number of Research Supporting Members of the corporation plus one, except that in the event that the said number of Research Supporting Members is fewer than ten (10), then the Individual Members shall elect a sufficient number of persons to the Board of Governors to bring the total number of persons on the Board to twenty-one (21).

The President shall nominate, in consultation with the Executive Committee, up to five at-large members of the Board of Governors. These Governors shall have annually renewable terms and their places shall be reserved for individuals of a variety of backgrounds and qualifications who strongly support the corporation and its objectives.

Sec. (5) Terms of Members of Board of Governors. Those members of the Board of Governors who are elected by the members of the corporation at the annual meeting shall hold office for three years, and thereafter until their successors are designated and elected. An elected member of the Board may not serve more than two consecutive full terms or seven consecutive years. A system whereby the elected members of the Board of Governors shall be divided into three groups and elected for staggered and then overlapping terms shall be set up by the Secretary in consolidation with the Executive Committee. Any member of the Board of Governors appointed by a Research Supporting Member shall hold office until the membership of the Research Supporting Member gives notice to the Secretary of the corporation as provided in Article V, Section 3 of appointment of a person other than its then appointee to the Board of Governors. In the event of any vacancy on the Board, through death, resignation, or by any other cause, the remaining members shall constitute the full Board of Governors until such vacancy is filled by appointment or by the election of a successor.

Sec. (6) Status of Members of Board of Governors. No person may at the same time hold office as a member of the Board of Governors by virtue of both an appointment by a Research Supporting Member and election by members of the corporation at the annual meeting. Persons appointed by Research Supporting Members to the Board of Governors need not be Individual Members of the corporation. Each member of the Board shall have one vote and there shall be no distinctions of any kind, insofar as voting power is concerned, or the operations of the Board, or in any other respect, between members of the Board of Governors who have been appointed or elected, except as may be specified elsewhere in these by-laws.

Sec. (7) Board of Governors to Elect Officers. The President and Vice-President shall be elected by the Board of Governors from within their own number at the meeting of the Board of Governors following the annual meeting of the members each year. The Board of Governors shall also elect a Secretary and Treasurer and an Assistant Treasurer, and such other subordinate officers as they may deem advisable, from within or without their number. All of said officers shall hold their respective offices until the first meeting of the Board of Governors following the annual meeting of

members and thereafter until their successors are elected and qualify, subject, however, to resignation or removal.

**Sec. (8) Board of Governors to Approve Annual Budget.** The President (or person he designates) shall prepare, not later than the annual meeting in any year, a budget showing anticipated receipts and expenditures for the fiscal year next beginning. The said budget shall be presented to the Board of Governors for its rejection, alteration or ratification at the first meeting of the Board following the said May annual meeting, whether said meeting be an annual or special meeting. In the event the Board of Governors fails to meet by May 1st, the said budget shall be presented to the Executive Committee for its consideration and action. The action taken on the budget by the Executive Committee shall be considered by the Board of Governors at the meeting of the Board next following the said budget meeting of the Executive Committee, and the Board may ratify, reject or alter the said action. However, any commitment or expenditure by the corporation pursuant to said budget as approved by the Executive Committee prior to ratification by the Board of Governors shall be deemed to be a proper commitment or expenditure of the corporation whether or not said commitment or expenditure is later ratified by the Board of Governors.

**Sec. (9) Board of Governors to Elect Executive Committee.** The Executive Committee shall be elected annually at the annual meeting of the Board of Governors to hold office until the next annual meeting of the Board of Governors following, or until successors are duly designated or elected, and shall consist of the President, the Vice-President, Treasurer and four additional persons chosen from within their own number by the Board.

An annual meeting of the Board of Governors shall be held at the same place and immediately after adjournment of the annual meeting of the members, for which meeting no notice shall be required to be given to any member of the Board of Governors, nor shall any notice be given of any adjournment thereof. The meeting shall be for the sole purpose of electing the President, Vice-President, Treasurer and any other position which is open on the Executive Committee. At each annual election, at least two (2) members of the Executive Committee are to be elected. A normal term on the Executive Committee shall be two years with a maximum of seven consecutive years. Out of the seven members on the Executive Committee, one shall be elected as President and a second as Vice-President. A normal term for each officer shall be three years but each officer is elected (or re-elected) each year. The Board of Governors shall also confirm any Presidential nominations as described in V (4).

**Sec. (10) Meeting of Board of Governors.** The annual meeting of the Board of Governors shall be held at the same place and within thirty-six hours following the adjournment of the annual meeting of members, for which written notice shall have been given to the Board members by the President or Secretary at least ten (10) days prior to the meeting. Included in the agenda of the meeting shall be the dollar budget specified in Section (8) above. Special meetings of the Board of Governors may be held at the call of the President, Treasurer or seven or more members of the Board of Governors by a written notice thereof signed by him or them or the Secretary and sent by mail to each member of the Board of Governors at his last known place of business or residence at least ten (10) days before the meeting or given to him personally in time to attend.

**Sec. (11) Quorum.** At any meeting of the Board of Governors, the presence of a majority of the Board in person or by proxy shall constitute a quorum for transaction of business. At all meetings of the Board of Governors each Member of the Board of Governors shall be entitled to cast one vote in person or by proxy. When a quorum is present in person or by proxy at any meeting, a majority of the members of the Board of Governors present or represented by proxy shall decide any questions brought before the meeting.

**Sec. (12) Membership Policy.** The Membership Committee and the Board of Governors in considering proposals for membership shall endeavor to select for admission to membership persons from all walks of life who are fairly representative of the community at large, regardless of race, color or creed, to the end that the membership of this Corporation shall be fairly representative of all persons of good will in the community who desire to aid and assist this Corporation in carrying out its objectives and purposes.

**Sec. (13) Action Without Meeting.** Any action required or permitted to be taken by the Board of Governors under any provision of the Corporation By-laws may be taken without a meeting of the Board of Governors if two-thirds of the members of the Board shall individually or collectively consent in writing to such action. Such written consent or consents shall be filed with the minutes of proceedings of the Board. Such action by written consent shall have the same force and effect as a unanimous vote of such Governors.

**Sec. (14) Attendance.** Governors should actively participate in the affairs of ARCE and attendance at Board meetings is essential. Two unexcused absences will be deemed cause for removal of an elected Governor from the Board of Governors.

**Sec. (15) Indemnification of Governors and Officers.** Each Governor and Officer, whether or not then in office, shall

be indemnified by the Corporation against all liabilities, costs and expenses reasonably incurred by or imposed upon him in connection with or arising out of any action, suit or proceeding in which he may be involved or to which he may be made a party by reason of his being or having been a Governor or Officer of the Corporation, such expense to include the cost of reasonable settlements (other than amounts paid to the Corporation itself) made with a view to curtailment of costs of litigation. The Corporation shall not, however, indemnify such Governor or Officer with respect to matters as to which he shall be finally adjudged in any such action, suit or proceeding to have been derelict in the performance of his duty as such Governor or Officer, nor in respect of any matter on which any settlement or compromise is effected, if the total expense, including the cost of such settlement, shall substantially exceed the expense which might reasonably be incurred by such Governor or Officer in conducting such litigation to a final conclusion; and in no event shall anything herein contained be so construed as to authorize the Corporation to indemnify any such Governor or Officer against any liability or expense by reason of any act known by such Governor or Officer at the time of doing it to be unlawful, nor against any liability or expense by reason of wilful misfeasance, bad faith, gross negligence or reckless disregard of the duties involved in the conduct of his office. The foregoing right of indemnification shall not be exclusive of other rights to which any Governor or Officer may be entitled as a matter of law.

Sec. (16) Compensation. The Governors shall receive \$1.00 compensation for their services as such but the Board may authorize reimbursement of expenses incurred by Governors in connection with the performance of their duties; provided, however, that nothing herein contained shall be construed to preclude any Governor from serving the Corporation in any other capacity or receiving compensation for any such services.

Sec. (17) Creation of Chapters. The Board of Governors shall create and provide for regional chapters as desired. Such chapters shall be governed by By-Laws and Rules and Regulations to be proposed by such chapters and approved by the Board of Governors. Any difference in the interpretation of the By-Laws of a chapter and ARCE shall be resolved by the Executive Committee.

## ARTICLE VI EXECUTIVE COMMITTEE

Sec. (1) General Powers. The Executive Committee shall, during the intervals between the meetings of the Board of Governors, possess, and may exercise, all of the powers of the Board of Governors in the management of the business and affairs of the corporation, except as to such matters which are expressly reserved to the Board of Governors by its own resolutions or by these by-laws.

Sec. (2) Specific Powers. In the absence of any reservations by the Board of Governors, the Executive Committee or its nominees shall:

- (a) Negotiate and approve the terms of all contracts and agreements between the corporation and the United States Government, or any other governmental authorities or agencies thereof.
- (b) Appoint or dismiss the principal administrative person in each office of the corporation employed to carry out the directives of the officers of the corporation.
- (c) Fix the salaries, duties and other terms for employment of the said principal administrative person.

Sec. (3) Reporting to the Board of Governors. All action by the Executive Committee shall be reported to the Board of Governors at its meeting next succeeding such action and shall be subject to ratification, revision, and alteration by the Board of Governors; provided that the rights of third persons shall not be affected by any such revision or alteration. The Executive Committee shall keep full and fair records and accounts of its proceedings and transactions.

Sec. (4) Resignations and Vacancies. The Executive Committee shall accept resignations of members of the Board of Governors, members of the Executive Committee, and officers, and in case of any vacancy through death, resignation or any other cause whatsoever, may fill such vacancy, including vacancies on the Board of Governors (subject to the exception noted hereafter) for the unexpired portion of the term and until the election and qualification of a successor; but if it does not fill any such vacancy or vacancies in the Executive Committee the remaining members shall constitute the full Executive Committee until such vacancy is filled. Notwithstanding any other provision herein contained, however, in the event a vacancy occurs on the Board of Governors by reason of the death or resignation of a member of the Board appointed by a Research Supporting

Member, the said Research Supporting member shall, if it then still holds membership in the corporation, appoint a person of its own choosing to membership on the Board to fill the said vacancy.

**Sec. (5) Rules and Regulations.** The Executive Committee may, subject to rejection, alteration or ratification by the Board of Governors, make such rules and regulations not inconsistent with these by-laws or the laws of the United States of America, or the Commonwealth of Massachusetts, or any other State, Territory, dependency, or foreign country in which the corporation may be doing business, as it deems necessary or proper for the guidance of the officers, employees, and management of the affairs of the corporation.

**Sec. (6) Meetings of the Executive Committee.** A legal meeting of the Executive Committee may be held at any time by order of the President, and shall be called by the Secretary upon request of any member of the Executive Committee in the same manner as prescribed for the special meeting of the Board of Governors in the by-laws. A legal meeting of the Executive Committee may be held at any time without notice when all Executive Committee members are present. Any member may waive notice of any meeting in writing, either before or after the meeting. Any meeting, the records of which are approved in writing by all of the members of the Executive Committee, shall be a valid meeting, whether a quorum was present or not. Meetings of the Executive Committee may be held outside of the Commonwealth of Massachusetts.

**Sec. (7) Quorum.** A majority of the Executive Committee present in person shall constitute a quorum at any annual, regular or special meeting. Each member of the Executive Committee shall be entitled to cast one vote. When a quorum is present in person at any meeting, a majority of the members of the Executive Committee present shall decide questions brought before the meeting.

## ARTICLE VII OFFICERS

**Sec. (1) Officers.** The officers of the corporation shall be a President, a Vice President, a Treasurer, a Secretary and an Assistant Treasurer who shall also serve as Director of the overseas headquarters and such other subordinate or assistant officers as the Board of Governors shall from time to time appoint. Two or more offices may be held by the same person. Each officer shall hold his office for a term of one year or until his successor shall have been duly chosen and qualified, or until his death, or until he shall resign or shall have been removed in the manner hereinafter provided.

**Sec. (2) Removal.** Any officer except such officers as are elected by the Individual Members may be removed, either with or without cause, by the vote of a majority of the then entire Board of Governors, at any meeting of the Board. The Individual Members may, at any special meeting, with or without cause, remove the Treasurer or the Secretary of the corporation.

**Sec. (3) President.** The President shall be the chief executive officer of the corporation and shall have general supervision over the business of the corporation, over its several officers and over its administrative personnel and other employees, subject only to the control of the Board of Governors and the Executive Committee. He shall, when present, preside at all meetings of the members, the Board of Governors and the Executive Committee. He may sign and execute, in the name of the corporation all authorized deeds, mortgages, bonds, contracts, or other instruments, except in cases in which the signing and execution thereof shall have been expressly delegated to some other officer or agent of the corporation; he shall annually prepare a full and true statement of the affairs of the corporation, which he shall submit at the annual meeting of the corporation; and, in general, the President shall perform all duties incident to the office of the President of the corporation, and such other duties as from time to time may be assigned to him by the Board of Governors or the Executive Committee. He shall, whenever it may be necessary in his opinion, prescribe the duties for officers and employees of the corporation whose duties are not otherwise defined.

**Sec. (4) Vice-President.** The Vice-President shall preside at all meetings of members of the Board of Governors and the Executive Committee in the absence of the President, and shall perform such other duties as may from time to time be assigned to him by the Board of Governors or the Executive Committee.

**Sec. (5) Treasurer.** The Treasurer shall give a bond for the faithful discharge of his duties if and when required by the Board of Governors. The Treasurer shall have charge of the corporate seal of the corporation, shall deposit all funds of the Corporation in such depositaries as may be selected by the Executive Committee, pay all its bills, and collect all monies due to the Corporation. He shall keep or cause to be kept full and accurate books of account containing a record of all purchases and of all monies received and paid out for the Corporation, which financial books and accounts shall be constantly open to the inspection of the officers of the corporation and the members of the Board of Governors, and the Executive Committee, and shall render to the Board of Governors at least once in each year a full and clear statement showing the assets and liabilities of the Corporation and the

results of its operations for the year last ended; and, in general, shall perform all the duties incident to the office of a Treasurer of the Corporation, and such other duties as may be assigned to him by the Board of Governors, Executive Committee, or the President.

Sec. (6) Assistant Treasurer. The Board of Governors shall elect an Assistant Treasurer. The Assistant Treasurer shall also be the Director of the overseas headquarters and shall have such authority and perform such duties as the Board of Governors or Executive Committee or President may prescribe. He shall give a bond for the faithful discharge of his duties if and when required by the Board of Governors.

Sec. (7) Secretary. The Secretary shall attend all meetings of the members, the Board of Governors, and the Executive Committee, and shall keep full, true and accurate records of all business properly appertaining to this office and which may be attached thereto by the Board of Governors or Executive Committee. He shall have the custody of the minutes and membership record books of the corporation. He shall give notice of all meetings of the members, the Board of Governors and the Executive Committee in the manner prescribed by these by-laws. The Secretary shall be duly sworn to the faithful and impartial discharge of his duties, and in the absence, incapacity, or inability of the Secretary to act at any meeting, a Temporary Secretary who shall also be duly sworn, shall be chosen by the officer presiding at such meeting. The Secretary shall be a non-voting member of the Executive Committee and the Board of Governors if the Secretary is not a member in another capacity.

Sec. (8) Salaries. The salaries, if any, of officers shall be fixed by the Board of Governors and the fact that any officer is a member of the Board of Governors shall not preclude him from receiving a salary or from voting on the resolution providing for the same.

Sec. (9) Resident Agent. The President shall appoint and the Board of Governors shall confirm a resident agent in the Commonwealth of Massachusetts as long as the Corporation shall be subject to the General Laws of the Commonwealth of Massachusetts.

Sec. (10) Limitation of Authority. No officer authorized to spend or obligate expenditure of ARCE funds may expend more than 10% of the total budget or 150% of any line item of the budget without approval of the majority of the Executive Committee.

## ARTICLE VIII STANDING COMMITTEES

Sec. (1) Appointment and Members. Appointment of persons to serve on Standing Committees shall be by the President from the Individual Members of the Corporation. Committee membership shall be co-terminous with the term of office of the President. The President shall ex officio be a member of the Committee. The chairman of each Committee shall be designated by the President. In the event of the resignation, death or disqualification of any member of the Committee, the President shall appoint a successor to serve for the unexpired term. Each Standing Committee shall consist of not more than five nor less than three persons.

Sec. (2) Duties of Standing Committees. Standing Committees shall have such duties and perform such functions as the President shall determine.

Sec. (3) Designation of Standing Committees. There shall be Standing Committees on:

Fellowships and Grants  
Memberships and Contributions  
Publications  
Archeological and Research Expeditions

Sec. (4) Other Committees. The President may appoint such other committees as the business of the corporation may require.

Sec. (5) Records and Reports. Each committee shall elect its own Secretary who shall keep regular minutes of the transactions of its meetings, and shall cause them to be recorded in books kept for that purpose in the office of the corporation, and the said minutes shall be reported to the Executive Committee at its next meeting.

## ARTICLE IX NOMINATING COMMITTEE

Sec. (1) Appointment and Function. At least two months prior to the annual meeting of members, the President shall appoint a Nominating Committee of three Individual Members of the corporation who shall present in writing at least one month prior to the annual meeting of the members the name of a candidate for each office to be filled by election by the members. The nominations as presented by the Nominating Committee shall be sent to the members of the corporation with the notice of the annual meeting. The Nominating Committee shall also present to the Board of Governors for consideration at its annual meeting nominations for the offices of President, Vice-President, Secretary, Treasurer,

Assistant Treasurer and such subordinate officers as they deem advisable and nominations for those members of the Board of Governors to be elected to the Executive Committee.

Sec. (2) Vacancies. Vacancies on the Board of Governors and the Executive Committee may be filled by a majority of the remaining members of the Board and the Executive Committee respectively though less than a quorum, or by a sole remaining member. Each member so elected shall hold office for the unexpired portion of the term and until a successor is elected at an annual or special meeting.

#### ARTICLE X SUNDRY PROVISIONS

Sec. (1) Signing of Checks. The drawing of checks, acceptance of drafts and bills of exchange, and the signing of negotiable instruments shall be by the Treasurer, or by such other person or persons, and in such manner as may be authorized by the Executive Committee.

Sec. (2) Fiscal Year. The fiscal year of the corporation shall begin on the first day of July and end on the last day of June, unless otherwise provided by the Board of Governors.

Sec. (3) Seal. The corporate seal of the corporation shall read "American Research Center in Egypt, Incorporated, 1950" and such other device or inscription as the Board of Governors may determine.

Sec. (4) Bonds. The Board of Governors or the Executive Committee may require any officer, agent, or employee of the corporation to give a bond to the corporation, conditioned upon the faithful discharge of his duties, with one or more sureties, and in such amount as may be satisfactory to the Board of Governors or the Executive Committee.

Sec. (5) Amendments to By-Laws. These by-laws may be amended, altered, or repealed, or new by-laws adopted, by the vote of a majority of the individual Members represented in person or by proxy at any annual meeting or special meeting of the members at which a quorum is present, provided notice of such proposed amendment, alteration, repeal or adoption of new by-laws is contained in the call of said meeting.

Sec. (6) Expenses. The Board of Governors or the Executive Committee may, in their discretion, authorize the payment of such expenses as may be incurred by officers, members of the Board of Governors or committee members in carrying on the business of the corporation.

Sec. (7) Resignation. Any officer, or member of the Board of Governors or Executive Committee, may resign at any time by giving written notice to the President or Secretary of the corporation, and the acceptance of such resignation shall not be necessary to make it effective.

BOARD OF GOVERNORS

"CONFLICT OF INTEREST" POLICY

It shall be the policy of ARCE Board of Governors, that all Officers, Governors and Committee Members of the ARCE shall scrupulously avoid any conflict between their own respective individual interests or interests created as a result of personal relationships/influence, and the interests of ARCE in any and all actions taken by them on behalf of ARCE in their respective capacities.

1. A conflict of interest can be defined as an Officer, Governor, or Committee Member being involved in major decisions for ARCE and at the same time having: a) a material financial interest in an organization/company who is doing significant business or proposes to do significant business with the ARCE; b) having personal relationships and/or areas of significant influence which could materially affect the outcomes of transactions, or other business decisions of ARCE.

2. DEFINITION: MATERIAL FINANCIAL INTEREST:

A "material financial interest" in a proposed transaction or major decision exists when ARCE considers the purchase of goods or services or other similar binding agreements from one who deals in such goods or services, or is employed by or is an owner or principal of the seller; such would not exist when the individual, etc., is merely a shareholder in a large corporation. E.G., in the purchase of an automobile, the owner, principals and the salesman of the dealer would have a "material financial interest", whereas a small shareholder and the automobile manufacturer would not.

3. When, at any meeting or other occasion at which an ARCE decision is to be made, and a potential conflict of interest exists, the party having the potential conflict of interest shall state, and there shall be recorded in the minutes or other record, the fact of his or her interest. Having made the disclosure, the interested party may participate in the discussions, his or her presence may be counted indetermining a quorum, but that individual should abstain from voting.

A copy of this policy shall be made available ANNUALLY to each officer, governor, and committee member and to each person upon appointment or election.

MEMORANDUM

To : All Archeological Field Directors  
From : R. N. Verdery, Director, ARCE Cairo  
Subject : New security regulations from EAO  
Date : 6 April 1986

RN✓

We have recently received the following memorandum from the Egyptian Antiquities Organization, dated 23 March 1986, and signed by Dr. Ahmed Kadry, Chairman of EAO:

"According to the instructions of the Security Authorities, please be informed that the security forms for all members of every mission should be submitted to E.A.O. all at once, not later than two months at least before the starting-date of work. Any additions or new members joining later to the mission will not be accepted."

"In the case of any request for work at sites which stipulate special permissions, or military areas, the mission has to submit also to E.A.O. seven cadastral maps (scale 1:25,000 or 1:50,000), fixing exactly the sites requested."

Department of Egyptology

UNIVERSITY COLLEGE LONDON

GOWER STREET LONDON WC1E 6BT

Telephone 01-387 7050

22nd January, 1986

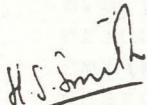
Dear Sir,

Department of Egyptology: Reconstruction works

University College is planning to undertake reconstruction works in the Department of Egyptology and the Petrie Museum in order to improve atmospheric conditions in the Petrie Museum and the amenities and working space in the Edwards Library. It is hoped that these works may be undertaken during summer 1986. No exact dates are yet known, but it seems probable that it will be necessary to close the Department and the Museum completely from the end of the summer term on 21st June.

It is hoped that the Department's offices and the Edwards Library will again be open by the beginning of October, but works on the Petrie Museum, which will be of an extensive character, may not be completed until late in the year.

Yours sincerely,



H. S. Smith  
Edwards Professor of Egyptology.

AMERICAN RESEARCH CENTER IN EGYPT, INC.

OFFICERS AND EXECUTIVE COMMITTEE  
(1986-87)

OFFICERS:

President

Robert A. Fernea  
University of Texas  
at Austin

Vice-President

David O'Connor  
University Museum  
University of Pennsylvania

Treasurer

Jere L. Bacharach  
University of Washington

Secretary and  
Assistant Treasurer,  
New York and Cairo

Paul E. Walker  
ARCE, New York

Assistant Treasurer,  
Cairo

Richard N. Verdney  
ARCE, Cairo

EXECUTIVE COMMITTEE:

Robert A. Fernea  
University of Texas at Austin

David O'Connor  
University Museum  
University of Pennsylvania

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